NACB

NATIONAL ASSOCIATION OF COLLEGE BROADCASTERS

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December 20, 1996

Joel Willer
KNLU - FM
Northeast Louisiana U.
123 Stubbs Halls
Monroe L A 71209-8821

Dear Joel

Enclosed you will find materials to assist with planning and implementing the activities of the Faculty/Staff advisory board. Included are copies of the minutes from each of our meetings minus the month of October, the mission statement and role description faxed earlier last week and notes on F/S elections and policies dating back to 1993. These may be helpful in setting a new procedure. I have also included how the elections for this board took place. It is my hope that the F/S board finally sets a standard policy which works in conjunction with the other operations of the organization. Once this is established, it must be publicized heavily. I believe there are many interested faculty members out there - but it is going to take a lot of organization and coordination to bring them together to work effectively.

I have prepared these materials because I believe each member of the F/S Board should have them on hand for historical reference, and use them to move F/S activities forward. I also cannot guarantee that I will be available for the January 8, 1997 meeting, as my tenure with NACB officially ends December 31. This is something which had not been determined at the time of our meeting - otherwise I would have said goodbye in a more appropriate fashion.

Also enclosed is a tentative agenda for the next meeting. Kelley will send an additional one if she feels other items need to be addressed. I will bring her up to speed on our activites, and she will most likely have new ideas for the role you will play in the organization.

I truly enjoyed working with you over the past years, and I hope that you will continue to make NACB a priority. The strength of the organization is still determined by the activities of its membership. I know that you will do your best to see that it grows.

Best of luck to you in your future endeavors.

Sincerely,

Kristine

71 GEORGE STREET PROVIDENCE RHODE ISLAND 02912-1824 USA 401.863.2225 (VOX) 401.863.2221 (FAX) NACB@AOL.COM (EMAIL)

NACB F/S Board Minutes 29 February 1996

On Call: *Past Board Members*: Tony Silvia (U. Rhode Island) and Ron Pesha (Adirondack Cmty. College) *Current Board Members* : Larry Budner (Rhode Island College), Ron Reino (Luzerne County Cmty. College), Terry Meier (U. South Dakota), Jim McCluskey, E-Board Liaison (U. Oklahoma)
Missing by fault of Kristine: Joel Willer (N.E. Louisiana U.)
Meeting Start: 9:10 PM

-Kristine gave ED Search Update

•(Kristine) As far as the F/S Advisory Board is concerned, it is important to note that while called a "Board" it is not a formal entity established in the By-laws of the organization. Therefore, it is more or less a large committee with several smaller committees under its umbrella. While members of each of the committees may vote on issues affecting F/S Board operations, the F/S Board itself has no official vote through membership procedures in the matters directly relating to the day to day operations of NACB. The input of F/S members is always welcome however in relation to any matters concerning NACB.

•(Kristine) With that said, the current "Committees" of the F/S board are: Academic/Professional Development, Publications, Curricula, and Special Projects. We need to decide if these warrant continuation or if perhaps there are better ways to restructure and apply the energy of those interested in participating. Let me tell you some ideas I had for specific project areas - which once established can hopefully build membership back to the original committees. These ideas include membership building, work at other conferences, and the National Conference. I want faculty to be involved in planning all of the faculty related sessions.

•Discussion
(Tony) I think those are all good areas, the publications is really a hard committee to maintain and there are a lot of issues and operations involved perhaps it is better to let that rest for awhile. (Ron Reino) I am interested in membership, and how people get involved, or how they may want to get involved to really help out the stations. (Terry) I have an interest in BEA, I am going this year perhaps we can do some planning then or recruiting (Larry) They announce the theme for 97 on Monday at BEA. (Kristine) planning for 97 can begin right there then.....etc.al.

•Resolutions
To establish three project areas from which to build participation and Faculty or Staff interest.

• Member Development - This committee would work to evaluate NACB's services to faculty and professional members, and actively pursue increases in both membership and participation in NACB related activities. Project Chair: Ron Reino

• Trade Association Development - This committee will work toward full participation in panels at BEA '97, as well as build stronger relationships with additional trade associations affiliated with electronic media. Co-Chairs. Terry Meier, Larry Budner

• Faculty Track at N'96 - This committee will work with National Conference coordinators to develop and implement a series of sessions and workshops geared toward faculty/staff interests at the National Conference in November. Possible Chairs? Jim McCluskey or Joel Willer

•Other:

Kristine will be in touch, and will gather names of people interested in F/S participation at each of the Regional Conferences. In the meantime, please keep in touch with each other, and if you have any questions please feel free to give her a call.

Call End: 10:00 PM

NACB Faculty/Staff Advisory Board • Minutes 5/1/96
submitted by: Kristine Hendrickson, NACB

Meeting Start: 9:03

•Call to order those present:
Jim McCluskey (U. Oklahoma), Larry Budner (R.I. College), Joel Willer (Northeast Louisiana State), Ron Reino (Luzerne County Cmty.) Terry Meier (U. South Dakota).

•Approval of Agenda/Previous Minutes
Agenda and previous minutes approved

•Previous Business

a. Project Areas:

Member Development: Ron and Kristine touched base on April 12, 1996 with a goal to increase professional/faculty development by 5%. Intern working on professional development has been hospitalized, project will be picked up again shortly. Kristine will forward materials to Ron, as far as campaign goes.

Discussion - (Terry) individuals at BEA had vague awareness of NACB. Overall impression generated through to Terry was that they felt the organization was there for only the students. Thought faculty were not "invited" to the National Conference. This feeling spawns a necessity to actively promote faculty participation and attendance at N'96. PR campaign. (Ron) Perception is true - we need to highlight that point. Do service menu to faculty and professional members. What are services that would specifically benefit faculty? Professionals? (Joel) Bring back Faculty column in *College Broadcaster* . Applied articles give us more value added. (Kristine) Also promote the opportunity to write for both the magazine and the handbook. Get State Broadcasters involved (Jim) There is some hesitation on the part of State Broadcaster organizations because they view it as competition (Kristine) Perhaps we should work on our relationship with them to facilitate greater cooperation) (Jim) What about a panel at BEA 97?

Trade Association Development: (Terry) Did a lot of handshaking at BEA, which is where information regarding faculty impression of NACB was picked up. After pitching the conference and F/S activities, more seem interested. Main problem: NACB is 7-10th November and ATAS faculty seminars are November 13 - 14th - but cross over should not really be that large. At least 25 or so were interested in learning more about NACB and perhaps attending. Came away with the idea of having more professional/faculty interaction. Sessions at N96 where for example Oedipus would meet with radio oriented faculty...basically draw on professionals to give faculty a connection. Connection in terms of how to make their own jobs of training students better for the field. (Joel) How many times have we had sessions where professionals indicate what we as faculty need to offer students to make it in the real world? A title something like "Make your courses relevant" . (Terry) Even from a standpoint of professional development. (Kristine) A faculty version of Station Managers/GM's meet and greet, along with the faculty advisor meet and greet. (Larry) Tap more popular stations in Rhode Island to staff these meetings. Personalities like Rudy Cheeks, Arlene Violet etc. a combination of academic/career would be the talk show, elections and the future of the Networks. (Joel) Joint sessions at the regional level with associations like RTNDA, AEJMC, and CMA would be reasonable as well. (Terry) What if we tried to do faculty IRTS field assignments - group a tour for faculty only to tour a station. (Larry) Multimedia tours are pretty big as well. I will talk to Phil Palombo about who to approach, also ITVA is nice as well.

Faculty Track at N96: (Kristine) Although most discussions tonight have led to this we still need to establish chairs etc. (Joel) There needs to more of a split this year between an academic and media related focus. (Kristine) Joel, Jim do either or both of you want to take this as your project area? (Joel/Jim) Agree. (Kristine) Joel will post to the F/S list a message regarding Session topics. All entries must be emailed to Joel by May 13th. Joel will then forward them to me.

b. Phone Meetings with Kristine re: Project Areas - timelines for project areas and completion will be absorbed into each of the individual meetings.

Ron Reino/ Member Development: Tuesday, May 7, 1996 @ 2PM est.
Larry&Terry/Trade Assoc: Tuesday, May 7, 1996 @ 10:30 AM est.
Joel & Jim/Faculty N'96: Friday, May 10, 1996 @ 12 noon est.

•New Business

a. Establishment of Chair for all F/S Board

(Kristine) The subject has been brought up as to who will continue Nancy Kaplan's position as Chair of the F/S Board. I would like to question whether this position is really necessary. It seems to me that at this point in time there are not enough people or committees to warrant having a chair. What do you think? (Jim) According to an email for m Nancy Kaplan, as far as she is concerned, I was appointed to be the chair. I was elected at the National Conference. (Kristine) I don't remember any election, nor did I have any prior knowledge of such an election (Joel) I don't remember an election either. (Kristine) the only appointment I remember is Jim being the E-Board Liaison. (Joel) This is an area which should be further evaluated - the liaison should not be a member of the E-board itself - a power issue? (Kristine) We can look at that issue later - I don't necessarily agree - it is more cost efficient to have Jim be the liaison because he is on both boards - and remember he is only giving a report...the F/S Board is non-voting- for the amount of work being done at the moment - a simple report to keep people informed is all that is needed. We can table this until another time. (Ron) I don't think we need a chair. I like it the way it is. Kristine is directly responsible in her job for these project areas as well - I , and we all get our information from her already, she runs the calls - why do we need a chair - I don't see the advantage...the difference in operation will only be that someone has the title. (Jim) Traditionally the role of the chair has been a faculty person who understands the things we need, a matter of continuity. (Larry) I have worked with Jim - he will not try to "take over". (Joel) I move to vote on whether there is a need for a Chair. (Larry) I second. Vote: Ron: No

Joel : Abstain
Jim, Larry, Terry: Yes Vote passes There is a need for a chair

(Joel) Move to accept Jim McCluskey by acclamation. (Terry) second.

Resolved: Jim McCluskey will be Chairperson of the F/S Board until a new Chair if such a position is again required, is appointed in November of 1996 or until the ending of the current board's term of office.

b. Adding of Bob Shrader to F/S calls

(Joel) so moved
(Terry) second

Resolved: Bob Shrader, of Southwest Texas State University and KTSW-FM will be added to the F/S Board, and all subsequent conference calls after the date of May 1, 1996.

c. Summer schedules: Reported to Kristine

d. NEXT BOARD MEETING IS WEDNESDAY JUNE 12 @ 9 PM est.

Meeting adjourned: 10:07 PM

NACB Faculty/Staff Advisory Board
Minutes dated June 19, 1996

Agenda:

a. Project areas... Reports from coordinators - brainstorming
b. Bob Shrader's area of choice
c. Arrangement of phone meetings for each project area with Kristine
d. F/S track and seminars at National '96 - last call for additional ideas.
d. Summer schedules, availability, and phone numbers or addresses. Email also.

Present: Jim McCluskey (U. Oklahoma), Joel Willer (NE Louisiana State), Larry Budner (RI College), Bob Shrader (SW Texas State), Terry Meier.
Absent: Ron Reino (Luzerne Cnty.Cmty College).

Call To Order: 9:03 PM est. by F/S Chair, Jim McCluskey

• Approval of Agenda

• Correction to previous minutes:
Error in minutes found on page three. Larry Budner was given credit for stating he had worked with Jim McCluskey before...etc. al. The statement was made by Terry Meier.
SO MOVED TO CORRECT PREVIOUS MINUTES (Terry)
SECOND (Larry) Resolved: Previous minutes stand corrected. 9:07 PM

• Report from Project Areas:

Trade Association Development: Have not done much since last meeting. Terry became first time father. Larry did receive list of contacts but needs list of State Broadcasting Associations. Kristine will send previous flyers or informational sheets that have been sent in past of who we are etc. Terry and Larry will then develop a promotional sheet of the same nature.

Member Development: Ron is absent, however Kristine is at fault for not sending him all the information he needs. Letters have been sent to faculty for recruitment. Ron and Kristine are in process of developing campaign for mailing in Fall. Kristine will forward list of those responding to Ron.

F/S Track at National '96: Faculty did send ideas to listserv. Topic addressed later in meeting.

• Bob Shrader: Welcome to Bob for his addition to the F/S board. Main area of interest is in Professional development. Strengths lie in ties to professionals and associations within the industry. Bob expresses interest in developing this area further with Ron. Kristine will forward information to Bob, and three way meeting will be set to put everyone on the same page.

• Phone Meetings: Are set for the following dates and times est.:
Jim McCluskey and Joel Willer (F/S at N'96) Tuesday, June 25th @ 12 noon

Bob Shrader and Ron Reino (Member Development) tentative for Thursday, June 27th in morning (Kristine will try to schedule with Ron)

Larry Budner and Terry Meier (Trade Assoc. Develop.) Wednesday, July 3rd @11am

- Faculty/Staff Seminars at National '96

Place more emphasis on teaching- some suggestions appear to be too heavy on the advising side (Joel).

In the case of the new advisors suggestion - maybe mix with the experienced. Title "New Advisors/New Ideas" proposed by Jim.

With styles of advising, the suggestions were on issues relating to whether advising was or should be student centered, hands-off or listen/explore types of methods. How to balance student and educational needs with those of the institution or administration. (Joel)

Make a clear distinction between which issues are devoted to radio and to television. (Joel)

It is important to also create a distinction between those session topics which may be covered in general and those which will be geared specifically from a faculty perspective (Kristine)

In a subject such as underwriting - there should be an emphasis on the *Teaching* of underwriting and how to effectively train the staff member who handles underwriting for the station (Bob)

Other discussions:

Bring back the F/S Board meeting itself. (Joel) Already a definite (Kristine)

Tenure and promotion is always a popular one (Jim)

How effective was the getting your works published? (Kristine) Perhaps a session or display of Resources such as text books and associations would be more beneficial.

* Using the Internet as a teaching tool in electronic media? Works well in issues such as courtroom coverage etc., plus internet is a hot button this year for general managers. (Joel) (Bob).

Kristine should have seminars outlined by Monday with final decisions set by Wednesday. Lists will be sent to all.

- Summer schedules
  Kristine should have number changes and schedules in database. Bob is off last two weeks in July.

- New Business

(Jim) On Agenda for next time should be plans for BEA '97

MEETING ADJOURNED: 9:55 PM

NEXT MEETING: TUESDAY, JULY 9th at 9PM est.

NACB F/S Board Minutes
July 9, 1996

Agenda:

Approval of Agenda/Previous minutes

New Business

a. Project areas... Reports from coordinators
b. Arrangement of phone meetings for each project area with Kristine
c. Seminars at National '96 - last call for additional ideas
d. Setting of next meeting

MEETING START: 9:05 PM est

On Call: Jim McCluskey (U. Oklahoma), Joel Willer (NE Louisana State), Terry Meier (Endicott College), Larry Budner (RI College), Bob Shrader (SW Texas State),
Absent: Ron Reino (Luzerne Cnty. Cmty).

- Approval of Previous Minutes: Terry did not receive fax of minutes. Kristine will resend. Minutes approved with one abstention. (Terry)

- Project Area Reports:

  - Member Development: Ron and Bob met with Kristine. At the faculty end it was decided to begin by pursuing advisors to join, as well as to increase station membership via advisors. Ron is drafting a letter. At Professional level, Bob is drafting a letter to send to state broadcast organizations.

  - Trade Association Development: Larry and Terry met with Kristine. They will split the list of state broadcast organizations for updating in the database and prep. for mailing.

  - Faculty Track at N'96: Jim met with Kristine. Sessions determined on last call updates to take place this week. Once set - appropriate parties will be contacted.

- Phone meetings Kristine will schedule on a per need basis when current project assignments are fully underway.

- Seminars at N'96
  Further suggestions should be phoned faxed or emailed into Kristine. Everyone received list of seminars - Terry's will be mailed.

- NEXT MEETING is TUESDAY, AUGUST 6TH at 9 PM est

NACB F/S Board Minutes
August 6, 1996

Agenda:

Approval of Agenda/Previous minutes

New Business
a. Project areas... updates
b. Seminars at National '96 - Times of seminars - need to delete one
c. Next Steps...where do we go from here - contact those interested in helping
d. Bea '97

MEETING START: 9:05 PM est

On Call: Joel Willer (NE Louisiana State), Larry Budner (RI College), Bob Shrader (SW Texas State), Absent: Ron Reino (Luzerne Cnty. Cmty) Jim McClusky (U. Oklahoma), Terry Meier (Endicott College)

- Approval of Previous Minutes: Minutes approved

- Project Area Updates

  - Member Development: Bob submitted draft of letter. Revisions need to be finalized. Received package from Kristine. Will start calling advisors.

  - Trade Association Development: Larry updated organizational lists. Terry should be doing calls. More will follow shortly.

  - Faculty Track at N'96: All received tentative tracks, sessions. It is ok and makes sense time/room wise to have faculty sessions start at 8:30. Delete styles of advising and incorporate it into the High School station seminar. Call it "Different Strokes" or something and have representation from High Schools, and community colleges as well as representation from a department based station and a student government or administration based station. Curriculum - "Building Bridges to the Outside World" etc.

Kristine will send new lists - start contacting those interested.

- BEA'97 Kristine submitted a proposal under the advising section of BEA. The title was "State of the Student Station: Advising the Progression of Student Electronic Media". No panelists were officially named. This will be a topic for the next meeting. The theme of BEA is "Reinventing Electronic Media: Multimedia in the New Millennium".

- NEXT MEETING is TUESDAY, AUGUST 27TH at 9 PM est

NACB F/S Board Minutes
August 27, 1996

Agenda:

Summmary of meeting with Bob & Ron
National '96, seminar preferences
BEA proposal rejection
Next meeting time

MEETING START: 9:05 PM est

On Call: Jim McCluskey (U. Oklahoma), Joel Willer (NE Louisana State), Bob Shrader (SW Texas State), Ron Reino (Luzerne Cnty. Cmty).,
Absent: Larry Budner (RI College), Terry Meier (Endicott College).

- **Project Area Reports:**

• **Member Development**: Professional Service sheet and letter to state broadcast organizations are both complete. Ron will finish letter to faculty advisors by Sept. 1. Packets are sent. Kristine will have call script through the fax by morning.

• **Faculty Track at N'96:** Kristine, Jim and Joel will meet on September 5th. Requests for seminar slots are beginning to come in - Kristine will coordinate with Joel and Jim.

- **Seminars at N'96**

Most present feel seminars look fine. All are willing to fill in gaps with regards to their participation. Joel may like Different Strokes session, and Jim prefers to stick with radio. Both Joel and Bob have interest in Managing Student Radio.

• **BEA** - Kristine tried but no luck with BEA - there wasn't enough information given on who would be participating. Keep ways to make presence felt in mind. Ideas for NACB at NAB '97 still needed.

• **NEXT MEETING is TUESDAY, September 24th at 9 PM est.**

NACB F/S Board Minutes
September 24, 1996

Agenda:

1. Call to Order

2. Approval of Agenda/Previous minutes

3. New Business
   a. Office Update: Report on Staff, office ops. overall scenario.
   b. Project areas... status.
   c. Seminars at National '96 - Whose doing what, where things are at. Itinerary
   d. Next Steps...where do we go from here - contacting those interested in helping

MEETING START: 9:05 PM est

On Call: Jim McCluskey (U. Oklahoma), Larry Budner (RI College), Bob Shrader (SW Texas State), Ron Reino (Luzerne Cnty. Cmty).,Terry Meier (Endicott College).
Absent: Joel Willer (NE Louisana State)

- **Project Area Reports:**

- **Member Development**: Professional Service sheet and letter to state broadcast organizations are both complete. Ron failed to send appropriate letter - given extension. Non-member faculty advisors- a few calls have been made but not all. Suggestion of sending copy of corporate video.

- **Trade Association Development** Larry received list of PTA's to call. Terry needs list resent due to move accross country.

- **Faculty Track at N'96:** See below:

N96
Possible Faculty interest from: Dan Panici, and Francis Kendall

Assignments so far:

Bob: Managing Student Radio
State of Student Station

Ron: New Advisors, New Ideas
Underwriting
Writing For Radio

Joel: Different Strokes
Building Bridges to the Outside World

Jim F/s Board Meeting
Tenure & Promotion

Next Meeting: October 22, 1996 8 PM est.

NACB F/S Board Minutes
November 25, 1996

Agenda:

1. Call to Order

2. Approval of Agenda/Previous minutes

3. New Business
   a. Conference Evaluations
   b. December Membership Campaign
   c. Mission Statement/New roles adjustments to F/S Board

MEETING START: 8:03 est.

On Call: Jim McCluskey (U. Oklahoma), Larry Budner (RI College), Bob Shrader (SW Texas State), Ron Reino (Luzerne Cnty. Cmty).,Terry Meier (Endicott College), Joel Willer (NE Louisana State).

• **Conference Evaluations:**

(Kristine) Still waiting on final numbers/books, certificates/thank-yous to be processed shortly.

(Joel) Liked early morning sessions- but ran out of time. It seemed like as soon as things got going - they were over at the spur of a moment. A faculty get together is needed - as well as a more specific blow by blow of the sessions. Maybe do the Faculty get together first and have the session run down be on the agenda.

(Ron) Faculty get together should be planned. F/S meeting was informative and it appears as though we broke some new ground. It is less "clicky" The conference overall was good - yet there was a slight feeling that something was missing. - especially for repetitive attendees. It wasn't just the speakers - but maybe in format as well? The awards were good - but maybe have NACB distribute the Faculty/Staff etc.

(Bob) Trade association contact is needed. State Organizations as well. Students who came all had positive comments. Faculty overheard as not being so happy. Same old thing over and over again. Restructure awards to a regional system. Regional winners then go to the National. Then office only has National to deal with. Rooms were not big enough, more chairs needed and speakers need to be National - not only big names.

(Larry) Could use the new U. of Rhode Island facilities also - this may lend to a more "Academic feel" have speakers stay for lunch - either a box lunch which was talked about. Pay for gas and or parking. Rely less on fax machines. Labor day deadline of all meetings and materials. Exhibitors should also do more speaking.

(Terry) Board meeting should have been longer. Was a bit disturbed by an overheard "bullshit" from Andre Perry. The newswriting session was a bit hard to pull off. More curriculum based seminars should be offered as well - more geared toward faculty. Students were positive. Suggestion of video essay session from some students.

Next Meeting is Monday, December 16, 1996 at 8pm est.

NACB F/S Board Minutes
December 16, 1996

Agenda:

1. Call to Order

2. Approval of Agenda/Previous minutes

3. New Business
   a. Callouts/December Campaign
   b. Future of F/S Board, Projects etc.
   c. Set next agenda
   d. Calling of new members/involvement

On Call: Joel Willer (Northeast La. State), Bob Shrader (Southwest Texas State), Ron Reino (Luzerne Cnty. Cmty. College) Larry Budner (Rhode Island College).

1. **Meeting Start: 8:11 est**

2. **Agenda:** Approved
   Previous Minutes: Approved.

3. **Callouts/December Campaign**:

Kristine: The campaign materials are out and the faxes sent. New York stations were not mailed additional materials yet as the regional conference is still undecided.

Ron: Did not get fax. Kristine will mail list

Bob: Half way through calls. Is getting mixed response. Some people say they have sent the payments in already, others still not certain. Have been leaving a lot of messages.

Joel: Calls completed. Fax was sent to the National Office. Found a lot of voice mail. Most people spoken to said they would renew.

Larry: no calls made yet

Ron: There is a concern about continuity and turnover on the part of the Executive Board. What about making the numbers 3-4 instead of 2-7 ratio for faculty members?

Kristine: That has been expressed before - however it takes away from the original intended purpose of this organization being primarily about students and student media. The F/s board can alleviate some of the aforementioned concerns by being more involved and serving in an advisory capacity. The by-law committee is reviewing the process now - if there are concerns, something should be sent to the office and addressed to either Kelley or Nick DeNinno.

Joel: There should be an E-Board/ F-S Board liaison who is not a member of either board. This person could report on the monthly board meetings and serve as an additional link besides the staff. Currently the by laws are being reviewed with repeating and staggered terms for faculty.

Additional ideas for greater involvement/interest

• Post to the list an open invitation to participate in a board call. If there are only 3 spots open - take on a first come/first serve basis. Another idea is to allow one new person per call to listen in to see if they want to become involved.

• Post meeting minutes to the listserv

• Set up an specific faculty section on the web.

• Be more specific with committees and work with all staff not just one member. For example one person is designed to coordinate faculty writing for College Broadcaster - this person coordinates the interested members and works with Mike to develop schedule and topics - or with Mike and Barry for web-based articles. Same thing with development and National Conference participation. Break it down for each category. Then have separate chairs, not just one "chairperson".

Kristine will post ideas to the listserv and coordinate with Kelley on new ideas to reshape F/S activities according to her plans for the organization.

Next meeting: January 8th, at 8 PM eastern standard time

Requested Agenda Item: BEA '97/NAB '97

NACB Faculty/Staff Advisory Board

Edited compilation of minutes on policy, procedure & structure to be used in creating a policy manual and guide for future members

From 04/13/93

The Faculty/Staff Board This is a new board, & so, setting a precedent. An input oriented board.

•Role/Purpose: David: From attending the National 92 conf., I found that the one main charge/complaint was the need for better representation of creative work. There isn't a standard policy for defining creative work – how to receive credit for documentaries, for example – for consideration for tenure. It would be nice to be able to set up guidelines how to judge faculty and staff for tenure. Mark: What are the expectations from the E-Board for this board? Nancy: Input from F/S Board would be useful for their academic/pro expertise. Also, for the continuity factor. Connections with faculty would help contuinity with projects – like coop ventures, etc. JoAnn: When the F/S Board was still an idea, we thought that NACB needed to do more for the faculty advisors and faculty members - since they are an integral part not only of the association, but of student stations. By helping the faculty/staff, the benefits would come full circle since the faculty/staff in turn help the students. By involving more members, the association becomes stronger. Mark: This board should also look at 1) making sure NACB has a future., possibly through actively solicit underwriting on a long-term basis; 2) using the opportunity to do new things, like becoming a clearinghouse house and support mechanism. Many faculty are in a difficult situation. This board may act as an advisory for people who would be coming up for tenure, help set guidelines or translate outside reviews. We could also develop specific faculty/staff projects like having faculty workshops on legislation, etc. Tony: This board can be one that institutions can turn for solid objective faculty review - since the process seems almost haphazard now. NACB can take initative to make new ground for a review board on a national level, and secure a reputation in the academic world. Ron: Let us not forget this review board is a major undertaking and would take years to set it up. Nancy: If this is something that is needed and that we want to do, we would have to start slow by establishing standards, etc. - and have NACB market this service to administration and keep plugging away and developing. David: We need to make the difference NACB and NAB clearer.

From 04/27/93

II. Structure of the F/S Board

Ron: would like to encourage Cmty & Jr college involvement. David agrees – their situation is unique. Should we guarantee a representative from each area - 2 yr. schools, high schools, etc? Keeping things simple, we should just lump everyone together, and actively solicit reps. from those groups.

• Election procedure

Need at least on person to carry on from year to year. David: keeps people from getting stagnant, hence, doesn't mind turnover. Tony: find it difficult to any person affecting much of anything under two years - need time to get rolling and involved - we don't want to cut things short. Mark: Likes two year terms; maybe take on rotation starting with current members, between one and two year members. Ron: whether term is one year or two, when is turnover? Nancy: Because we took a long time to get started - Nancy will ask E-Board about those on F/S board to serve until when we decide the full term ends. David: should F/S board be elected at National?

Mark: Prefers application procedure, with E-board review. New board would appoint new members to F/S board. Nancy: To integrate things into curriculum and get access to faculty/staff, would need to send out info prior to a new semester. F/S board would have to be in tact before beginning of academic year. Lag (from new E-board appointing F/S board) would be too long. Mark: outgoing e-board as last fuction would review F/S applications. Outgoing F/S board would also review applications for the next board, excluding members-re-running, and make recommendations.

Name new board by the time of the conference so they can work thru winter. Due date October 1 for applications. Announce at the Conference who would be on the new board. Starting in Dec. the new F/S board would begin.

• Chair position

Chair is elected through E-Board elections; one of the responsibilities of the faculty person on the E-board is now to be the chair of this group. Mark: Chair position must be a term longer than one year.

• Cmtes. - see below

Nancy: once we set up cmtes. we'll put add those faculty/staff who expressed an interest in the original solicitation process. Also, we'll send out word to current NACB members (actively involved with the association) to take part.

• *Resolved:* F/S board members will have 2 year terms and can run for a second consecutive term. To induce staggering positions from the outset, some current board members will opt not to renew, but instead to extend

their current term for a third year; these members cannot immediately re-run for this board. Though it would be difficult to guarantee faculty/staff members from 2 yr. schools, etc, when soliciting faculty/staff for openings, active recruitment for persons at 2 yr. & etc. schools will take place.

Hence, the proposed term/turnovers would look like the following: at National 94, first 2 yr. term ends; current members can opt to apply again; intersted faculty/staff can apply for opening positions; at National 95, first (and only) 3 year term members step down - these position are open for new candidates.
Nancy will make recommendation to E-board (next call May 3) for these election procedures, and ask to extend current board member terms to coincide with election procedures.

• Qualifications: Make notes for next meeting. Tenure, vs. non-tenure. - non-issue Mgr to station vs. dept. member; - open to all based on board description and goal; faculty vs. staff. Do we need equal representation?

III. Role: Provide comaraderie and contact; encourage some perforation of status barriers between two and four year institutions; help to set standards for creative accreditation (Tony has sent in an article included w/ these minutes); make "reachout" efforts for information and expertise exchange. This was an item included on the agenda, though not discussed. Should this be more formalized?

From 05/11/93
III. Structure of the F/S Board
• Regarding F/S Board structure and elections. E-Board wants the F/S Board to be self-governing. See minutes from last call regarding next appointments and procedures. Nancy as faculty member on E-board, is still in an elected position. As to whether the faculty E-Boarder will be chair will be determined at next E-Board elections.
• Qualifications: Will be determined at a time closer to recruitment (so that the F/S Board will be more developed and in a position to know what to look for in new candidates.)

From 09/22/93
• F/S Board structure/positions/reelections: Nancy: Formalize structure – Do we have to do anything at N93? Mark: Your status, Nancy? Nancy's position as an E-Board can be re-elected. No guarantee that she'll be re-elected. (Advise E-board, address F/S issue.) If 2 faculty are elected, should both be on F/S Board? Which faculty member becomes the liaison? One of the two faculty members – the senior member would be the liaison. F/S conference call time should only skim relevant E-Board discussions. F/S Board wants to get more faculty and staff participation. 2nd faculty should not be a committee head, rather than be a committee participant.

Interject from 12/15/93
- or should F/S board decide who should be chair based on similiar criteria as when the f/s ers apply- what would be necessary - what does the new person bring to the party. not a cmte head but on a cmte. head - should he be on the calls. could he be secretary or vice chair - I already know how to take minutes - shouls new person take notes and make contributions themselves and then they can decide to partake in a role as they have decided.
Mark: if there are two members on board - they can participate if they so desire - or decide among selves? in the future - if the person doesn't have the time.
Tony: 2nd person be an advisor to the advisory board - a stated goal to be an objective voice...
Nancy will be included on calls if does not detract from e-board responsibilities to make contributions and won't head a cmte. and participate on cmte.
to the e-board - the other f/ser could chime in on those calls.
David: one faculty member would serve as liaison. other faculty members are invitied to participate
sr. member will be liasion ; if new they can position themselves. keep it vague

Do we want elections a la E-Board, or selection by committee? Everyone leans to the more sensible, informed choice by committee. Take things a year at a time. Mark: Create a position, immediate past chair- has option to w/draw. Consider when to start - Start May 1 to allow for overlap. At the Conference or September 1. How about January 1?

Application due October 1. Decision by October 15. Letter to new members by November 1. New board conference call on or about November 1. Transition meeting in November at National Conference. New Board starts December.

From 12/08/93
• Nancy and Jim McCluskey are the two Executive Board members for 1994 – new territory since E-Board has never had two faculty members. David: why do we need to bring in another person onto F/s Board – esp. since he'll be busy with learning E-Board? Why overwork two people? Nancy: Function of F/S Board – acts as an advisor to E-Board, besides dealing with specific f/s issues. We're creating policy – Nancy can't run next year

for E-board – in deciding which one person from E-Board will be chair. Factors to consider: term rotations, new faculty, etc. Mark: If E-Board has one faculty member, then that person becomes chair of F/S Board; If E-Board has two faculty members, then they should decide between themselves who will take chair position. Both should serve, but distinction for chair. For example, this year Nancy and Jim would have to talk it out. Or should the senior member be given first refusal, two new they duke it out?

- Limitations: chairs of committees, actively persue 2year/high school f/s member. Limitations to be instated later. Problem would potentially occur if two e-boarders were f/s members, and the F/S Baord had member limitations, in terms of number, which there isn't. Terms limited by two or three years. New e-board - deal with cmtes.

NACB Committee on Academic/Professional Development

Chair, David Burns
Mission Statement: This committee will establish and implement guidelines for evaluating the creative and academic works of faculty and staff members who are involved in the educational aspects of telecommunications and are seeking promotion and/or tenure at their respective institutions.

Procedures and Guidelines for Faculty Review, Promotion, and Tenure

Faculty members have traditionally been evaluated in the areas of teaching, scholarly/creative activity, service and professional growth and development. The labels for those areas are perhaps intentionally vague so that they may accommodate the variety of endeavors undertaken by a college community. The Department of Communication Arts, with its diversity of disciplines, has much the same problem as the college at large in trying to develop an evaluation tool that is equally useful to all members of the department. Thus, the individual faculty member will not be expected to have accomplished listed under all of the activities suggested, nor should a teacher omit meritous work that is not covered below. What follows should not be taken as either prescriptive or proscriptive, but merely an attempt to help faculty members determine where their labors fall under the traditional rubrics.

I. Teaching
A. Student Evaluations
1. First and second year faculty members – all classes evaluated using departmental approved form.
2. Third year + — 3 classes per year evaluated using departmental approved form. Instructor selects three classes for evaluation.

B. Teaching Materials Submitted
1. Course Syllabi
2. Teacher Evaluated Materials (graded stories, papers, etc.)
3. Tests
4. Assignment Sheets

C. Peer Review
1. Faculty members will be required to participate in a peer review for the two-year review and the tenure evaluation. Faculty members will invite one tenure or tenure track colleague from the department to observe in a class that the faculty member selects. The respondent will provide a formal dated narrative letter describing the class.

II. Research/ Creativity
A. Research
1. An original contribution to scholarly/professional research in the field. Such as:
a. Publications
1) Referred
2) National/ regional
3) Publication of textbooks or other books in journalism and mass communication" if the books break new ground and successfully advance concepts, ideas and approaches that transcend ordinary instruction material."
4) Submitted
5) In Process

B. Creativity
1. An original contribution to the field — an attempt for evaluation must be evident, such as:
a. Productions or designs of an original nature that "advance the state of the art and break new ground."

b. Broadcast of "exceptionally meritorious" stories, programs and commentaries.
c. Analyses and critical reviews of professional publications (or broadcast on a reputable program).
d. Performance Reports
1) published
2) recorded

III. Service
A. Professional Contribution — Meritorious work of a demanding nature in professional positions (with the media) during summer or leaves.
1. Department
a. Student Activities
b. Faculty Committees
c. Internships
d. Recruiting
e. Advising
2. College
a. Committees
b. College Government
c. Enrichment projects
d. Teaching Honors classes
e. Teaching Freshmen Seminar
f. Editing
g. Advising
3. Community
a. Organizations/Clubs
1) membership
2) offices held
3) The Conduct of seminars and workshops for professional journalists "if that work entails teaching professional skills and practice."
b. Special Projects
c. politics
d. judging
e. Outside teaching
f. Continuing Education
g. Charity

B. Individual Contributions — Using individual talents and time in contribution to :
1. Department
a. Student activities
b. Faculty committees
c. Internships
d. Fundraising
2. College
3. Community
a. Organizations/Clubs
1) membership
2) offices held
b. Special Projects
c. Politics
d. Judging
e. Outside Teaching
f. Continuing Education
g. Charity

III. Professional Growth and Development
A. Professional membership

1. State
2. regional
3. National

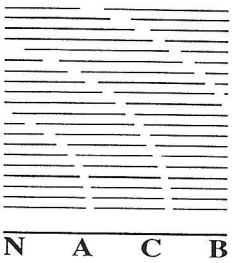
B. Panels and Workshops
C. Conventions attended
D. Grants
E. Consulting
F. Other Professional Services
G. Additional Courses

Sources:

Communication Arts Department "Procedures and Guidelines for Faculty Review, Promotion and Tenure", Georgia Southern University. Personnel Committee. (1989).

Radio–TV News Directors Association, "Proposed Statement on Tenure and Promotion for Programs in Journalism and Mass Communication." (Washington, DC, RTNDA, 1986)

Association for Education in Journalism and Mass Communication, "Statement on Tenure and Promotion for Programs in Journalism and Mass Communication."



NATIONAL ASSOCIATION OF COLLEGE BROADCASTERS

FAX COVER SHEET

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National '95: November 16-19 at the Rhode Island Convention Center, Providence, RI

Make plans now to attend the largest conference designed specifically for student radio and TV outlets to network with peers and professionals.

To register or for more information, call NACB.

TO: Nancy Kaplan
Hofstra U.
516-781-7273 ATTN: Nancy Kaplan

FROM: Kristine Hendrickson, Dir. Conf. & Mem. Relations
fax 401.863.2221 phone 401.863.2225 eMail nacb@aol.com

DATE: 7/1/95

OF PAGES TO FOLLOW

RE: Role of F/S Board

Nancy,

As the person who has to work with, and to some extent answer for the F/S Board within the national office - here's my input.

Have a great weekend and 4th of July!

Kristine

Role/Mission of the NACB Faculty/Staff Advisory Board July 1, 1995

Background

The idea of a faculty/staff board stemmed from the belief that NACB should do more for the faculty and student station advisors within its membership. Because they are an integral part of both our association, and the student stations they serve, there is the notion that helping faculty and staff, would further extend benefits to the students they deal with. By involving more individuals at all levels, the association not only grows in membership, but also in strength and purpose. In addition, it is believed that the experience and wisdom of those thoroughly involved in academia would not only ensure NACB's commitment to education, but also secure the future of the organization through the solicitation of additional members and funding sources.

Role/Mission

The role of the Faculty/Staff Advisory Board should be considered threefold:

1. To ensure NACB's commitment to education and the student pursuit of excellence through active involvement in the organization's core member services.

2. To facilitate NACB's involvement in curricula-based issues such as course design and instruction, tenure and promotion and research.

3. To develop and follow priorities of NACB's vision; help build both membership and the presence of the organization; assist with fostering relationships between other organizations and individuals with similar goals; assist with solicitation of necessary funding for member-based projects.

Additional Comments

Involvement in an organization like NACB as a faculty or staff member offers a unique opportunity in terms education and research. If your primary interest is in educating those who follow in your path - what better way to add to the impact you have on your current students? If you are interested in research - what better way to gain contact information, and a certain sense of validity (non-statistical of course) by involving or working with a national, non-profit organization? Either way, you are serving your own agenda while at the same time serving the future of the industry.

I was fortunate enough to have had professors at both the undergraduate and graduate levels, who encouraged their students to think for themselves, question what is presented before them and to consider alternative viewpoints. While I have not known the current members of the F/S Board for very long, I get the impression that they are much the same. As the person held responsible for the membership of the organization - I feel the need to offer such opportunities to today's students. It is their choice whether or not to accept them, but our responsibility to give them the chance. I know that students and faculty alike are faced with many challenges within the structure of their high school, college or university. NACB should be considered a resource for advice, information and support.

I would like to see:

•F/S Board and committee members regularly contribute (each issue) to a column in College Broadcaster.

•Active committees - whereby the chairperson communicates on a regular basis with other members and sends a report once a month to the national office for the F/S file.

•More mention of NACB within the academic realm

Subj: ATT: Kristine Hendrickson
Date: Mon, Jul 17, 1995 11:21 PM EST
From: COMNFK@vaxc.hofstra.edu
To: NACB@aol.com

Kristine,
I'm sorry I haven't been so easy to reach. I did receive information from most people regarding a mission statement of the F/S Board. What you wrote was pretty accurate. The only addition I would suggest deals with continuity. WHen I put forth the idea for the F/S Board, one of my motivations was to have in place a structure that would provide a more fluid sense of continuity, in addition to a took through which additional students could be made aware of NACB and become involved. F/S have a tendency to be around longer than just a few years; I felt that was important to help provide more stability and to ensure continued growth of the NACB. From what you have written, you obviously know how to right well. So if you can incorporate what I've just said, of course in a more succinct way, I would appreciate it.

Applications for the F/S Board should then have this STATEMENT FOR BEING on one side, and a letter to perspective F/S Boarders that asked for the following to be submitted by October 1:

1. A letter stating why they would like to be part of the F/S Board, what areas of expertise/interest they can bring to the board, and how they feel they can best serve the NACB.
2. CV
3. A list of references, including names, titles, addresses and telephone numbers. (Minimum of two)

Hope this reaches you in time. Again, I apologize for the delay. If you could fax me a copy of the final piece before it gets sent out I would appreciate it.

BTW, did you receive my other e-mail messages? They contained info about those listservs I told you about.

Hope you're enjoying your summer. Tell Marc I will try to call him Tuesday. Otherwise, he can try to reach me at home on Wednesday ([redacted].

Thanks for everything.

Nancy

———— Headers ————
From COMNFK@vaxc.hofstra.edu Tue Jul 18 00:22:42 1995
Received: from VAXC.HOFSTRA.EDU by emin05.mail.aol.com with ESMTP (1.37.109.16/16.2) id AA178481362; Tue, 18 Jul 1995 00:22:42 -0400
Return-Path: <COMNFK@vaxc.hofstra.edu>
Received: from vaxc.hofstra.edu by vaxc.hofstra.edu (PMDF V4.3-10 #3680) id <01HSZUQTRTTO9N62VO@vaxc.hofstra.edu>; Tue, 18 Jul 1995 00:21:06 -0400 (EDT)
Date: Tue, 18 Jul 1995 00:21:06 -0400 (EDT)
From: COMNFK@vaxc.hofstra.edu
Subject: ATT: Kristine Hendrickson
To: NACB@aol.com
Message-Id: <01HSZUQTRTTQ9N62VO@vaxc.hofstra.edu>
X-Vms-To: IN%"NACB@aol.com"
X-Vms-Cc: COMNFK

Subj: Kristine-CORRECTIONS
Date: Mon, Jul 17, 1995 11:27 PM EST
From: COMNFK@vaxc.hofstra.edu
To: NACB@AOL.COM

Oops. I must be really tired. I copied part of what I just sent. Corrections are in ALL CAPS. Nancy
****

The only addition I would suggest deals with continuity.
WHen I put forth the idea for the F/S Board, one of my motivations was to have in place a structure that would provide a more fluid sense of continuity, in addition to a

took (I HAVE NO IDEA WHAT I MEANT TO WRITE HERE!)

through which additional students could be made aware of NACB and become involved. F/S have a tendency to be around longer than just a few years; I felt that was important to help provide more stability and to ensure continued growth of the NACB. From what you have written, you obviously know how to

WRITE

well. So if you can incorporate what I've just said, of course in a more succinct way, I would appreciate it.

———— Headers ————
From COMNFK@vaxc.hofstra.edu Tue Jul 18 00:28:51 1995
Received: from VAXC.HOFSTRA.EDU by emin05.mail.aol.com with ESMTP (1.37.109.16/16.2) id AA205681730; Tue, 18 Jul 1995 00:28:51 -0400
Return-Path: <COMNFK@vaxc.hofstra.edu>
Received: from vaxc.hofstra.edu by vaxc.hofstra.edu (PMDF V4.3-10 #3680) id <01HSZVA9Z7369N62VO@vaxc.hofstra.edu>; Tue, 18 Jul 1995 00:27:22 -0400 (EDT)
Date: Tue, 18 Jul 1995 00:27:22 -0400 (EDT)
From: COMNFK@vaxc.hofstra.edu
Subject: Kristine-CORRECTIONS
To: NACB@AOL.COM
Message-Id: <01HSZVA9Z7389N62VO@vaxc.hofstra.edu>
X-Vms-To: IN%"NACB@AOL.COM"
X-Vms-Cc: COMNFK
Mime-Version: 1.0
Content-Transfer-Encoding: 7BIT

NACB F/S Election Notes

NACB F/S Board Minutes 8/9/95

On Call: Nancy Kaplan (Hofstra U.), Ron Pesha (Adirondack Cmty. College), Larry Budner (Rhode Island College).

Business:

F/S Positions Announcement:

•Text is fine - the announcement in CB is not as detailed as on the application form. This is due to space limitations in the magazine, Nancy noticed that the word "committee" only appears after "curricula". Kristine will change.

•Ron mentioned that it would be nice to list the selection process - and the information as to when those selected would be notified. Cannot be added to current announcement in CB - because it has been sent to the printer, but it will be put in both the August and September Newsfax, and well as on the LISTSERV and eWorld.

F/S Positions Application:

•Add selection process to application: "Upon approval of current Faculty/ Staff Advisory Board, **new members will be notified by November 1, 1995 and announced at NACB's 8th Annual National Conference of Student Electronic Media.**

•The word "Resumé" will be added in addition to "CV".
•"Questions about Eligibility" will be added and directed to Kristine.

• **F/S Positions**: There are three openings on the F/S Board. Kristine has posted the announcement on the listserv, eWorld, Member Newsfax and College Broadcaster. A New posting will be placed on the listserv in a few days. In addition - any department renewals sent out have had an announcement about the F/S Board attached. **Applications are due October 1, 1995 to the National Office. Kristine will mail copies to current F/S Board by October 6, 1995.**

As you can see from the notes above, the selection was determined by the members of the F/S board, not the faculty members as a whole. This needs to change. Although the positions and members were announced at the National Conference in 1995 - it was still fairly closed and "cliquey". The addition of such services as the web site and listserv will only help open the process in the future.

•• Things to keep in mind •• Ideas for N97 or future elections.

On one hand it makes sense to have the turnover for every facet of the organization be determined at the National Conference. The F/S Board elections could be conducted at the F/S meeting prior to the NACB Business meeting and the results announced as part of the regular agenda. The calendar and procedure may be determined along with the by-law changes to the whole executive board elections - or it could be done separately via the listserv and faculty mailings.

It is important to note that the above mentioned idea almost puts the cart before the horse, as you first need to revamp the committees and get chairpersons to be active in projects etc. This would comply with a standard election in April or May as mentioned previously by Ron Reino- given the time frame we are operating with now.

NACB Faculty/Staff Advisory Board Application Form
(for January 1, 1996- December 31, 1996 term)

Dear Applicant,

We are glad you are applying for a position on NACB's Faculty/Staff Advisory Board. In addition to providing leadership and vision, there are other commitments of time that you are required to fulfill. Your Board duties can be expected to require an average of 2 to 8 hours per month of work time devoted to F/S Board and NACB projects. This would include:

i. Participation in monthly Board conference calls.
ii. Chairing one of the NACB F/S Board Committees
iii. Attending the NACB National in the Fall.
iv. Promoting and attending regional conferences and/or other related events

A. Background and Mission

The Faculty/Staff Advisory Board developed out of the belief that NACB should do more for the faculty and staff advisors to student stations within its membership. Because they are an integral part of both our association and the student stations they serve, there is the notion that by helping them confront issues related to their position, further benefits are extended to the students they deal with. By involving more individuals at all levels, the association not only grows in membership, but also in strength and purpose. In addition, it is believed that the experience and stability of those thoroughly involved in academia, lends continuity to NACB, thereby ensuring its commitment to education and continued growth.

The Mission of the F/S Board should be considered threefold:

i. To ensure NACB's commitment to education and the student pursuit of excellence through active involvement in core member services.

ii. To facilitate NACB's involvement in curricula-based issues such as course design and instruction, tenure and promotion and research.

iii. To develop and follow priorities of NACB's vision; help build both membership and the presence of the organization; assist with fostering relationships between other organizations and individuals with similar goals; assist with solicitation of necessary funding for member-based projects.

B. Basic Information

Name _____ Station/Department _____

School _____

Address _____

City _____ State _____ Zip _____

Home Phone #: ( ) _____ Fax #: ( ) _____

Station/Work #: ( ) _____ E Mail: _____

Education Degree(s) _____

C. Support Materials

1. A letter stating why you would like to be active on the F/S Board, what areas of expertise/interest you are able to bring to the board, and how you feel you may best serve NACB.

2. CV/Resumé

3. A list of references, including names, titles, addresses and telephone numbers (Minimum of two)

Please return this application by October 1, 1995 to:
F/S Board Applications, NACB, 71 George St., Providence, RI 02912-1824 (fax: 401/863-2221)

Note: You or your station/dept. must be a member of NACB to be eligible. Any questions about eligibility should be directed to the National Office. Consult the NACB by-laws in the Station Handbook for further information. Call Kristine at 401/863-2225 for additional assistance.

NACB F/S Board Meeting

WEDNESDAY JANUARY 8, 1997 8 PM EST.

(Note: This information is provided to members of the Board for their use only. It is to remain confidential.)

Call Agenda (subject to change at ED discretion)

1. Call to Order

2. Approval of Agenda/ Previous minutes

3. NACB Office Brief

4. Previous Business:

   a. December Membership Campaign. Campaign to end on Jan. 30th. Report on calls from each member. Determine what else may be done to help meet objectives of campaign as necessary.

   b. Ideas for further restructuring of board and members. Decide specific project areas within breakdown of the three main committees - (Member Development, Trade Association Development and Faculty Track at N'97). Also consider *College Broadcaster* participation and web development.

5. New Business:

   a. BEA/NAB '97. Who is going, how can NACB make a greater presence? Who will work on this?

   b. Minutes to listserv: Who will post? How is this to be handled?

   c. E-Board/F-S Board: Filtering of information, ways of working together to accomplish more between staff and board members.

   d. Adding more people to the pool for committee work etc. Who first and how to make the recruitment process more productive.